

ONE purpose report - July (?) 1952

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(O/HE contribution to the revision of Annex 7, NSC 114/3, which is being coordinated by O/IC for submission to the IAC.)

I. National Estimates

1. The organization and procedures established since October 1950 for the production of national intelligence estimates have now been proved in practice. Although subject to further improvement in detail, they are effective in bringing the resources of the entire intelligence community to bear in the production of national estimates. These estimates derive authority from that fact and from the active participation of the responsible heads of all the intelligence agencies in their final review and adoption.

2. Of necessity the initial effort in the production of national intelligence estimates was directed primarily toward meeting urgent specific requirements in relation to immediate national policy problems. In consequence the estimates produced have tended to be local and short-term in scope. The existing estimative coverage has been reviewed, however, and a production program has been adopted which provides for (a) closing existing gaps in coverage, (b) projection of estimates from short-term to long-term, and (c) thorough re-examination of such fundamental subjects as global Soviet capabilities and intentions. This

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production program should be accomplished with FY 1953. Meanwhile constant review of individual estimates and of the program as a whole will ensure optimum coverage within the limitations of available resources.

3. Close liaison and coordination between intelligence and policy planning agencies is prerequisite, not only to the timely initiation of intelligence estimates, but also to the determination of their scope and emphasis. Some progress has been made in this regard, notably through CIA participation in the NSC Staff, but much remains to be desired to enable the intelligence community to serve policy planning with greater effectiveness.

4. Similarly, closer liaison between intelligence and operational agencies is necessary in order to make available operational information absolutely essential to realistic intelligence estimation. Some progress has been made in this direction also, but not enough to enable the intelligence community to render the service of which it would otherwise be capable.

5. Procedures have been developed through which requirements for national intelligence estimates afford guidance to departmental intelligence collection and research. The initial terms of reference, developed primarily for the allocation of

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- 3 -

responsibilities for contributions, serve also to stimulate such collection and research on points not already covered to the satisfaction of the agencies concerned. "Post-mortem" review, a process of self-criticism with respect to shortcomings revealed in the preparation of a given estimate, leads to remedial action which serves to strengthen future estimates on that subject. These procedures should result in a steady improvement of the quality of national intelligence estimates insofar as such improvement can be effected through collection and research efforts.

6. The quality of national intelligence estimates depends directly on the capabilities of the contributing intelligence agencies. Sound national intelligence estimates can be had only if the capabilities of departmental intelligence agencies are strengthened and developed.

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